

One-ED Communication Plan

Introduction

In the coming years, the Department will lead a campaign to create a culture of achievement within the nation's education system. To succeed, we must create a culture of accountability within our own agency. We have already begun this work with the development of the *President's Management Agenda*, the Department's *Blueprint for Management Excellence*, the *Culture of Accountability Report*, and *Strategic Plan*. We will continue this creation with One-ED to ensure that skilled, high-performing employees are available and deployed appropriately and that we use competitive sourcing strategically.

To support this change effort, we must align all work performed with our new strategic direction. Accomplishing this will depend on the extent that managers and employees understand the Department's new goals, recognize their role in achieving them, understand the change process and align their work accordingly. A deliberate effort is needed to ensure alignment at the organizational and individual levels. This proposal includes a two-pronged approach to achieve this goal.

- **Phase I – Awareness and Understanding.** We will implement an education campaign to ensure that every employee understands the Department's new direction and why implementation is critical to the future of education.
- **Phase II – Building a Foundation for Implementation.** We will enact action steps to ensure that work at the organizational and individual levels begins to be aligned with our new strategic direction, and that managers and employees understand what is expected of them to achieve the Department's strategic goals.

Phase I – Awareness and Understanding

During this phase, Department executives, managers, headquarters and regional employees will become well-grounded in the substance of the *President's Management Agenda*, *Strategic Plan*, *Culture of Accountability Report*, *Blueprint for Management Excellence*, and One-ED. They will become knowledgeable about our goals for reforming the nation's education system, transforming the Department and beginning to understand what will be expected of them. They will understand the change process linking the strategic documents with daily work activities.



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Strategies used during this phase will include the activities listed below. We have also attached a detailed plan with action steps, due dates and owners

- **Briefings.** We will hold special briefings for executives, managers and supervisors. The intended result is to ensure that all managers have a common understanding of our strategic goals, the process necessary to achieve the goals and their role during implementation.
- **Training.** Training for the Strategic Plan and other documents is required for all employees. The sessions will help employees understand our new direction, how we can achieve it, expectations of them and their role in implementation.
- **News and Information.** We will use articles in *InsideED* and other publications to reinforce training lessons. We will also use this method to publicize employee achievements in implementing strategic goals. We will also publish a new monthly bulletin to recognize progress and successes.
- **Incentives.** We will recognize employees for achieving action steps set forth in the strategic documents. The intended result is to visibly demonstrate the value placed on implementing the new strategic direction.
- **Promotional Materials.** We will use promotional materials to reinforce the message that reforming the American public education system and transforming the Department are our top priorities.

Phase II – Building a Foundation for Implementation

During this phase, we will begin to align work at the organizational and individual levels with our new strategic direction. Managers and employees will begin to understand the new performance expectations. Strategies used during this phase will include the activities listed below. A detailed action plan is attached.

- **Continue education campaign at principal office level.** We will charge managers with ensuring their employees understand the content of the strategic documents as they apply to work performed by their principal office and specific unit. We will provide tools to assist them (e.g., summarized versions of the documents, suggested strategies for leading discussions about the new direction).
- **Provide support for development of detailed action plans.** Action plan owners across the Department will be asked to prepare detailed action plans to serve as road maps for implementing the Strategic Plan. We will provide training and facilitation or consulting support to ensure the development of carefully prepared plans that include appropriate performance indicators and address such issues as human capital requirements, restructuring and strategic sourcing.



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- **Align work with new strategic direction.** Principal offices will review their current work against the strategic plan and action plans and will align their work accordingly (e.g., by adding new initiatives and eliminating those that are no longer priorities). We will provide offices with tools to assist them (e.g., facilitation support).
- **Align manager/employee work assignments and performance standards with new strategic direction.** Managers will ensure employee work assignments and performance standards are aligned with our new strategic direction. We will provide relevant training to help them.
- **Align all training with the new strategic direction.** We will align all training with our new strategic direction. This will include new coursework on topics such as data quality and program evaluation.

Implementing the Proposal

- **Forming Strategic Partnerships.** Successful proposal implementation depends largely on the senior officers' leadership and personal involvement. To ensure commitment, an early effort should be made to discuss the plan with the senior officers. This will help ensure any concerns are addressed up front rather than during the implementation.
- **Regions.** All strategies and the accompanying action plan include the regional offices. The Secretary's Regional Representatives will be integral to successful implementation.
- **Resources.** Because most training, consulting, and outreach activities will be handled by ODS, OM, OS (Public Affairs) and Office of Chief Information Officer staff, no expenditure of funds is required. However, some activities, such as facilitation, training about technical topics (e.g., performance measurement), and training to support Strategic Plan implementation will probably require contractor support. Part of this cost can probably be covered through existing contracts. We may require additional contract support depending on the level of additional training required.
- **Evaluation.** We will conduct an evaluation to determine the effectiveness of each phase of this initiative. We will use the results to develop future strategies for ensuring workforce readiness in achieving our new strategic direction.
- **Next Steps.** This proposal will help prepare our workforce to successfully implement the Strategic Plan. We will need to develop additional planning necessary to communicate our strategic goals and objectives to contractors and grantees to help them align their work accordingly.



Phase I of Communication Action Plan

Action	Action Owner	Completion Dates
Briefings		
Conduct mandatory briefing on documents for Department senior executives	Office of the Deputy Secretary (ODS) and Office of Management (OM)	Completed: April 8, 2002
Conduct mandatory briefing on the documents for Department managers and supervisors	ODS and OM	Completed: April 15 and 18, 2002
Conduct mandatory briefings for all employees by principal office on the documents (distribute summary of plan at briefing sessions)	ODS, OM, Assistant Secretaries, and Secretary's Regional Representatives	April 29 through July 15, 2002
Conduct mandatory briefings on the Department's strategic direction to all "full-time" contractors	ODS and OM	August 30, 2002
Conduct mandatory briefing on Five-Year Human Capital Plan (including human capital, restructuring, and strategic sourcing) for executives and managers	ODS and OM	July 1, 2002
Conduct briefings by principal office for all employees on the One-ED Plan	OM with support from Assistant Secretaries	September 30, 2002
Training and Development Tools		
Expand briefing at new employee orientation on the new strategic direction	OM and ODS	Completed: March 11, 2002
Sponsor a series of roundtable discussions on each of the six goals of the strategic plan and the President's Management Agenda	Goal owners and Secretary's Regional Representatives with support from OM	October 1, 2002 and every month thereafter
Sponsor roundtable discussions on One-ED	One-ED Team Leaders and OM	October 1, 2002 and quarterly updates thereafter
Hold brown bag lunches on the progress of the Blueprint for Management Excellence (which includes action steps from the Culture of Accountability Report)	MIT with support from OM	July 15, 2002 and semi-annually thereafter
News and Information		
Post an announcement each week in ED Update and ConnectED related to implementation of the strategic documents	OS (Public Affairs)	On-going



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Publish an article in each issue of <i>InsideED</i> on progress in implementing the strategic documents or an article from an employee who has implemented an action item	OS (Public Affairs)	July/August issue (depending on publication schedule)
Include in Front Paige News a regular update on implementation of the strategic plan or Blueprint	OS (Communications Team)	On-going
Publish a monthly bulletin to recognize progress and successes	ODS	July 2002
Redesign the ConnectED home page to provide easy access to all documents	OCIO	Completed: April 26, 2002
Incentives		
Recognize employees who have implemented an action item from the documents by publishing their names and accomplishments in <i>InsideED</i>	OS (Public Affairs)	Mid-November issue depending on publication schedule and every issue thereafter
Reward employees or teams who implement an especially significant action item(s) with an appropriate cash award from the Secretary	OS and ODS with support from OM	Mid-November, 2002 and thereafter as appropriate
Promotional Materials		
Distribute pocket cards on the Strategic Plan	ODS, Secretary's Regional Representatives	Completed: April 8, 2002
Display posters on the Strategic Plan	ODS, Secretary's Regional Representatives	Completed: April 8, 2002
Include message from the Secretary on Leave and Earnings Statements about their support for the Strategic Plan	OM and ODS	July 1, 2002 and thereafter as appropriate



Phase II of Communication Action Plan

Action	Action Owner	Completion Dates
Continue education campaign		
Direct managers to ensure their employees understand the strategic documents, especially as they relate to the specific work of their principal office and unit	ODS and Assistant Secretaries	Completed; April 19, 2002
Provide managers with a “toolkit” to assist them in the education effort, including: summarized versions of the documents, suggested strategies for holding discussions with employees, and facilitation services, if needed	ODS and OM	June 30, 2002
Support development of detailed action plans		
Provide training to “action owners” on tracking system for action plans	ODS and OM	July 31, 2002
Provide training and consulting or facilitation support, as needed, to action owners to support the development of detailed action plans	ODS and OM	July 1, 2002
Align work with strategic plan		
Direct principal offices to review their current work against the strategic plan/action plans and align work accordingly	ODS	Completed: April 19, 2002
Consult with principal offices to identify immediate, high priority training needs to begin implementation of the strategic plan and develop delivery plan with due dates/action owners	OM and Assistant Secretaries	April 22 through July 12, 2002
Align work assignments and performance standards		
Direct managers and employees to align all performance standards and work assignments with the strategic direction	ODS	Completed: March 7, 2002
Provide training for managers and employees on writing appropriate performance standards	OM and ODS	June 30, 2002 (include in standard curriculum thereafter)
Align all training with the strategic direction		
Align all training with the new strategic direction	OM	On-going

